



## The Impact of Motivation on Employee Performance in Al-Madina Newspaper

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### ABSTRACT

**Purpose:** This study aims to examine the impact of motivation factors and demographic factors on employee performance in Almadina newspaper. For Almadina newspaper, human capital is one of the main elements of its assets. Therefore the data of this study were collected from 66 employees based on a cross-sectional time horizon from the Almadina newspaper. The study showed no relationship between gender, education levels, monthly income and work experience, payment and employee performance. However, the results showed a positive and significant relationship between age and job security and supervision and employee performance at significant level of p-value 0.05.

### 1. Introduction

For Almadina newspaper, human capital is one of the main elements of its assets. For this reason, when developing long-term plans, organisations have to assume management commitments that are sensitive to the needs of their workers (Gagné et al., 2019). Conciliation and equality measures are important instruments that improve employee motivation and the work environment, increasing the company's productivity. The fundamental motivation for business success since the achievement of the company's objectives depends largely on it (Abu Yahya, Ismaile, Allari, & Hammoudi, 2019). A management that does not consider the human factor will have a shortage of qualified resources. Hussain and Khan Mohammad (2019) mention that human capital is the main element of the company. The company must satisfy and motivate its workers to meet potential clients. The workers will be invested in the company; they will feel that their work contributes to its growth and learn, develop and provide good customer service.

In the print media sector, most companies operating within this sector are threatened by online media. Today's press industry faces a real challenge in guaranteeing its long-term sustainability (Hensel & Kacprzak, 2020). Hence, employee motivation is a multi-faceted process with individual, administrative and organisational implications. It is not only what the employee shows, but a whole set of environmental aspects surrounding the job which makes an individual act and behave in a certain way within the organisation. This study investigates the impact of payment, supervision, and job security on employee performance.

### 2. Literature Review

The best machinery and industrial technology companies were the most outstanding and productive. However, a company is more competitive today with better human talent. For this reason, there is competition between companies to recruit better talents, so they must consider that today workers give increasing importance to working conditions and motivation at work when choosing a company to work. This is because society is trying to satisfy needs at the highest point in Maslow's hierarchy of needs (self-esteem and self-fulfilment) (Pursel, Zhang, Jablowski, Choi, & Velegol, 2016).

To promote more productive and healthy working relationships, the leaders of the organisations are empowered to implement a model of guidance for their workers for a more authentic motivation toward greater productivity and general well-being (Oláh, Szolnok, Nagy, Lengyel, & Popp, 2017). Organisations are the largest place where workers spend a large part of their time and invest effort in their tasks; it is also where they can display all their capabilities. Their creativity will be more likely if employees feel more listened to, supported and empowered. The most appropriate strategies are described below.

- Motivation strategies (Aguenza & Som, 2018);
  - Promote decision-making and initiative of workers.
  - Promote the autonomy of the individual, taking into account the perspective of the other, recognising their feelings even if they are negative, and providing relevant information and opportunities to decide.
  - Active listening is the key to developing and maintaining personal and work relationships to make consensual decisions and solve problems effectively.

- Explain to carry out the tasks; it is important to explain the task in a non-coercive language so that identification with the importance of the activity carried out is generated since this identification leads to greater effort and motivation to perform the task autonomously.

These strategies aim to develop autonomy, competence and bond in work environments to satisfy basic needs.

Maslow, the researcher, considered that human needs constitute the basis of behaviour. Therefore, he designed a pyramid, which ordered it in order of importance for subsistence and biological and psychological stability. Maslow points out that before meeting higher-order needs, lower-level needs must be met (Christian, Imoudu, Hing, King, & Russell, 2018). Likewise, it is appreciated that the pyramid is made up of two blocks of needs, the basic ones called first order and the psychosocial ones of higher order. On the other hand, economic and material reinforcements are necessary to satisfy the first three levels. At the same time, the last two levels are satisfied with the emotional, personal and spiritual elements. Physiological needs: it is located on the first level of the pyramid. They are the preferred basic needs such as (hunger, thirst, sleep, health and protection against the environment. It is vital since its non-satisfaction prevents the individual from carrying out some other activity. At work, salary is the main means with which this level of needs is satisfied, but a system of additional benefits can also be implemented, such as rewards for merit, consumer vouchers (Muhammad, 2018, p.503); as well as the implementation of minimum conditions so that workers can have direct access to benefits, such as refreshments, etc. If not, the worker distracts his attention to other activities, even contrary to the rules. Safety needs: considers within this level those needs related to security and protection, for example, the needs of stability, dependency, protection, absence of fear, anxiety or chaos. In general, these needs point to the avoidance of dangerous situations and the search for security and stability, both physical and emotional. In the workplace, the lack of a clear and defined labour policy, with imprecise decisions, little clarity in the rules or unequal treatment, generate insecurity, emotional instability and fear in workers concerning keeping their job, their motivation for work decreases, and so does the productivity both in terms of quantity and quality. Likewise, they cause a greater sense of security, a safe work environment, and the tools and protective equipment necessary to carry out tasks. On the other hand, implementing a health and life insurance system is also essential to developing a sense of security in workers (Saliu, Wankasi, Eromosele, & Olukade, 2018).

Needs of belonging (acceptance): they are in the third level, the need to give and receive love. Maslow tells us that this need influences the sense of belonging to a culture, a group or an association, that is, of belonging to something. It has a natural character as it develops from living in a community, but to the extent of economic possibilities, membership in more complex and sophisticated groups is sought. The organisation, with an integrated social environment, through group activities and social activities, identifies the worker with his institution through group work activities and implements a program that includes sports, recreational and cultural activities. The worker becomes isolated, antagonistic and hostile (Abu Yahya et al., 2019).

### 3. Methodology

This study's methodology is mostly based on earlier, influential works on the subject. A framework for describing the collection, analysis, and presentation of data is known as research design. It assists researchers in ensuring that the data they have gathered and analysed enable them to accomplish their research goals and provide clear answers to their research questions (Saunders, Lewis, & Thornhill, 2019). The research methodologies used in this work are quantitative approaches which require regression methods (Araya, Dahalan, & Muhammad, 2021a); (Araya, Dahalan, & Muhammad, 2021b). For the current research, the population of the study is all the employees working for Almadinah newspaper. For the present study, the sample was selected randomly. The study will use the Krejcie and Morgan (1970) table to choose the analysis unit. The number of samples for the study will be 66 employees working in the Almadinah newspaper. A questionnaire methodology was chosen as the data collection method for the application phase of the research following (Mohammed Abdulellah Yousuf Saeed, Bekhet, & Dhar, 2017). The survey consists of two parts. In the first part, some questions measure the respondents' profile information, such as gender, age, educational level, monthly income, and work experience (Mohd Abdulellah Yousuf Saeed, Bekhet, & Sciences, 2018). In the second part, employees were asked questions about the motivation factors. The total number of questions in the questionnaire is 28 based on a five-point Likert scale. The survey questions used in the study will be distributed to the employees using an online questionnaire due to the COVID-19 crisis that required social distancing. Additionally, a correlational research methodology was employed in this study to examine the statistical link between the variables that were identified for it (Araya & Miras, 2015); (Araya, Dahalan, & Muhammad, 2022). A population, in the researcher's opinion, is a whole group. On the other hand, a sample is a particular group from which the researcher gathers data. The sample size is always smaller than the population size. Sampling can result in more precise population inferences. The four primary sampling stages include defining the population, choosing the sample frame, choosing the sampling design and size, and carrying out the sampling procedure.

### 4. Findings

The respondents' profiles test was used in the study to ensure that all the research samples were chosen randomly and that all the research samples came from different backgrounds. This test uses five categories which are gender, age,

education level, monthly income, and work experience. Based on the results in table 1, the gender category revealed that the respondents were divided into two types, which are male and female. It was found that 46 male respondents expressed 69.7% and 20 female respondents expressed 30.3%. It is seen that the majority of respondents were males. Based on the results in table 1, the age category revealed that the respondents were divided into five groups, which are: from 18 to 21 years old; from 22 to 25 years old; from 26 to 29 years old; from 30 to 35 years old; and from 36 years old and above. It was found that there was one respondent from the age group of 18 to 21 years old, expressing 1.5%. Also, 24 respondents from the age group of 22–25 years old expressed 36.4%. Also, 14 respondents from the age group of 26–29 years old expressed 21.2%. As well as eight respondents from the age group of 30–35 years old expressed 12.1%. Finally, 19 respondents from the age group of 36 years old and above expressed 28.8%. Based on the results in table 1, the education level category revealed that the respondents were divided into four qualification groups: high school, diploma, bachelor's, and master's. It was found that there were eight respondents from the high school category, expressing 12.1%. Also, three respondents from the diploma category expressed 4.5%. As well, 46 respondents from the bachelor category expressed 69.7%. Finally, nine respondents from the master category expressed 13.6%.

These results ensure that most respondents were well educated, with bachelor's degrees. Based on the results in table 1, the monthly income category revealed that the respondents were divided into four income ranges: SAR 2000–SAR 3000, SAR 3001–SAR 4000, SAR 4001–SAR 5000, and SAR 5001 and above. It was found that 15 respondents received SAR 2000–SAR 3000 income, expressing 22.7%. Also, 11 respondents receiving SAR 3001–SAR 4000 income expressed 16.7%. In addition, 13.7% of respondents earned between SAR 4001 and SAR 5000. Finally, 27 respondents receiving SAR 5001 and above expressed 40.9%. These results ensure that most respondents have a good monthly income above SAR 5001. Work experience was the last category in the respondents' profiles. Based on the results in table 4.6, the work experience category revealed that the respondents were divided into four work experience ranges: less than one year, 1–3 years, 3–less than five years, and five years and above. It was found that there were 20 respondents with less than one year of work experience, expressing 30.3%. Also, 14 respondents having 1–3 years of work experience expressed 21.2%. As well as, 11 respondents having less than five years of work experience expressed 16.7%. Finally, 21 respondents had 5 years or more of work experience, representing 31.8%.

Table: 1 Respondents profile

| Gender              | Frequency | Percent | Education levels    | Frequency | Percent |
|---------------------|-----------|---------|---------------------|-----------|---------|
| Male                | 46        | 69.7    | High school         | 8         | 12.1    |
| Female              | 20        | 30.3    | Diploma             | 3         | 4.5     |
| Total               | 66        | 100     | Bachelor            | 46        | 69.7    |
| Age category        | Frequency | Percent | Master              | 9         | 13.6    |
| 18-21 years         | 1         | 1.5     | Total               | 66        | 100     |
| 22-25 years         | 24        | 36.4    | Work Experience     | Frequency | Percent |
| 26-29 years         | 14        | 21.2    | Below than one year | 20        | 30.3    |
| 30-35 years         | 8         | 12.1    | 1 - less 3 years    | 14        | 21.2    |
| 36 and above        | 19        | 28.8    | 3 – less 5 years    | 11        | 16.7    |
| Total               | 66        | 100     | 5 years and above   | 21        | 31.8    |
| Monthly Income      | Frequency | Percent | Total               | 66        | 100     |
| SAR 2000 – SAR 3000 | 15        | 22.7    |                     |           |         |
| SAR 3001- SAR 4000  | 11        | 16.7    |                     |           |         |
| SAR 4001- SAR 5000  | 13        | 19.7    |                     |           |         |
| SAR 5001 and above  | 27        | 40.9    |                     |           |         |
| Total               | 66        | 100     |                     |           |         |

The reliability of the instrument test was used to ensure that the tool used is valid and reliable for further analysis. The variables used in this test were payment, supervision, job security, and employee performance. According to the following table 1, the variables had minimum items of 5 and maximum items of 7, while the Cronbach Alpha values ranged between 0.741 and 0.782. These results confirm that there were internal consistencies among the variables items.

Table: 2 Reliability test

| No | Factors | No of items | Cronbach Alpha |
|----|---------|-------------|----------------|
| 1  | Payment | 7           | 0.778          |

|   |                      |   |       |
|---|----------------------|---|-------|
| 2 | Supervision          | 6 | 0.782 |
| 3 | Job security         | 5 | 0.741 |
| 4 | Employee performance | 5 | 0.776 |

The normality test was used in the study to ensure that there was a normal distribution of the data. This test has been applied to all the study variables, which are gender, age, education levels, monthly income, work experience, job security, supervision, employee performance, and payment. This test has used two factors to test the normal distribution: skewness and kurtosis (Hair, Sarstedt, Ringle, & Mena, 2012). The skewness values should be between -1 and +1, while the kurtosis values should be between -2 and +2. Based on the results in table 3, the variables have an acceptable range of skewness and kurtosis, where the skewness values ranged between -1.155 and 0.877, while the kurtosis values ranged between -1.607 and 1.233.

Table: 3 Normality test

| Factors              | N  | Skewness | Kurtosis |
|----------------------|----|----------|----------|
| Gender               | 66 | .877     | -1.270   |
| Age                  | 66 | .751     | -.658    |
| Education levels     | 66 | -1.155   | 1.233    |
| Monthly Income       | 66 | -.385    | -1.440   |
| Work Experience      | 66 | .026     | -1.607   |
| Job Security         | 66 | .511     | .119     |
| Supervision          | 66 | .159     | -.194    |
| Employee Performance | 66 | -.198    | -.301    |
| Payment              | 66 | -.185    | -.035    |

A descriptive statistics analysis was used in the study to identify the respondents' perceptions of the variables' items. The descriptive statistics analysis uses the minimum, maximum, mean score, and standard deviation values. Based on the results in table 4, the minimum value for the gender variable was = 1, while the maximum value was = 2. This variable has got a 1.3030 mean score and a 0.46309 standard deviation. This means that most of the respondents are in average agreement with the statements for the gender variable. The minimum value for the age variable was = 18, while the maximum was = 47. This variable has got a 29.9545 mean score and a 7.21416 standard deviation. This means that most of the respondents are in average agreement with the statements for the age variable. The minimum value for the education levels variable was 1, while the maximum value was 4. This variable has got a 2.8485 mean score and a 0.80846 standard deviation. This means that most of the respondents are in average agreement with the statements for the education levels variable.

The minimum value for the monthly income variable was 1, while the maximum value was 4. This variable has got a 2.7879 mean score and a 1.20913 standard deviation. This means that most of the respondents are in average agreement with the statements for the monthly income variable. The minimum value for the work experience variable was 1, while the maximum value was 4. This variable has got a 2.5000 mean score and a 1.23101 standard deviation. This means that most of the respondents are in average agreement with the statements for the work experience variable. Furthermore, the minimum value for the variables (job security, supervision, payment, and employee performance) was = 1, while the maximum value was = 5. These variables have 3.4061, 3.4924, 3.3970, and 3.6727 mean scores and 0.63437, 0.65204, 0.44027, and 0.49070 standard deviations, respectively. These results also ensure the independent variables' vital role in the employee's performance.

Table: 4 Descriptive Statistics

| Factors      | N  | Mean   | Std. Deviation |
|--------------|----|--------|----------------|
| Gender       | 66 | 1.303  | 0.463          |
| Age          | 66 | 29.955 | 7.214          |
| Education    | 66 | 2.8485 | 0.808          |
| Income       | 66 | 2.788  | 1.209          |
| Experience   | 66 | 2.500  | 1.231          |
| Job Security | 66 | 3.406  | 0.634          |
| Supervision  | 66 | 3.492  | 0.652          |

|                      |    |       |       |
|----------------------|----|-------|-------|
| Payment              | 66 | 3.397 | 0.440 |
| Employee Performance | 66 | 3.673 | 0.491 |

The correlation test is the last and most important test used in this study. The correlation test was used to identify the type of relationship between the independent variables and the dependent variable. Based on the results in table 5, the following conclusions were drawn: There is no relationship between gender and employee performance in Almadina newspaper. There is a positive and significant relationship between age and employee performance in Almadina newspaper with  $r = 0.356$  and  $p\text{-value} = 0.003$ . There is no relationship between education level and employee performance in Almadina newspaper. There is no relationship between monthly income and employee performance in Almadina newspaper; there is no relationship between work experience and employee performance in Almadina newspaper; there is a positive and significant relationship between job security and employee performance in Almadina newspaper with  $r = 0.396$  and  $p\text{-value} = 0.001$ ; there is a positive and significant relationship between supervision and employee performance in Almadina newspaper with  $r = 0.382$  and  $p\text{-value} = 0.002$ , and there is no relationship between payment and employee performance in Almadina newspaper.

Table: 5 Correlation test

|            |                                | Gender | Age    | Education | Income | Experience | JS     | S      | P     | EP |
|------------|--------------------------------|--------|--------|-----------|--------|------------|--------|--------|-------|----|
| Gender     | Pearson                        | 1      |        |           |        |            |        |        |       |    |
|            | Correlation<br>Sig. (2-tailed) |        |        |           |        |            |        |        |       |    |
| Age        | Pearson                        | -0.06  | 1      |           |        |            |        |        |       |    |
|            | Correlation<br>Sig. (2-tailed) | 0.631  |        |           |        |            |        |        |       |    |
| Education  | Pearson                        | 0.042  | 0.131  | 1         |        |            |        |        |       |    |
|            | Correlation<br>Sig. (2-tailed) | 0.736  | 0.296  |           |        |            |        |        |       |    |
| Income     | Pearson                        | 0.226  | .563** | 0.187     | 1      |            |        |        |       |    |
|            | Correlation<br>Sig. (2-tailed) | 0.067  | 0      | 0.133     |        |            |        |        |       |    |
| Experience | Pearson                        | .324** | .760** | 0.139     | .662** | 1          |        |        |       |    |
|            | Correlation<br>Sig. (2-tailed) | 0.008  | 0      | 0.265     | 0      |            |        |        |       |    |
| JS         | Pearson                        | -0.069 | .462** | -0.004    | .242*  | .370**     | 1      |        |       |    |
|            | Correlation<br>Sig. (2-tailed) | 0.581  | 0      | 0.973     | 0.05   | 0.002      |        |        |       |    |
| S          | Pearson                        | .313*  | .275*  | 0.236     | 0.082  | .382**     | .542** | 1      |       |    |
|            | Correlation<br>Sig. (2-tailed) | 0.01   | 0.026  | 0.056     | 0.51   | 0.002      | 0      |        |       |    |
| P          | Pearson                        | -0.086 | 0.127  | 0.128     | -0.076 | 0.009      | .335** | .288*  | 1     |    |
|            | Correlation<br>Sig. (2-tailed) | 0.492  | 0.31   | 0.304     | 0.542  | 0.946      | 0.006  | 0.019  |       |    |
| EP         | Pearson                        | -0.004 | .356** | 0.098     | 0.156  | 0.209      | .396** | .382** | 0.155 | 1  |
|            | Correlation<br>Sig. (2-tailed) | 0.977  | 0.003  | 0.434     | 0.211  | 0.092      | 0.001  | 0.002  | 0.214 |    |

Zehir, Yıldız, Köle, and Başar (2016) point out another great problem with very negative effects on commitment and productivity, the persistent and growing conflict between work and family. The progressive and unstoppable incorporation of women into work and the increasing importance of new family models make it increasingly difficult to



reconcile work and family life. Suppose it takes into account that in a growing number of countries, there are more and more women with university studies concerning men. In that case, the number of women reaching positions of responsibility is increasing, and the number of divorces and single-parent families is also growing. Increasingly, the absence of measures that facilitate work-life balance can only lead to discontent, stress and frustration, which translates into dissatisfaction, absenteeism and a desire to leave the company. In many cases, even in companies where conciliation measures are adopted, unwritten norms are maintained against these advantages since putting the family before the business is interpreted as a negative sign of loyalty and commitment.

Simultaneously with all these events, workers are constantly pressured to increase their productivity levels. In many cases, they are required to assume greater responsibilities, flexibility at the functional level and a greater capacity for learning and adaptation to increasingly frequent changes. It is true that, at least in some cases, measures can be adopted that enhance the intrinsic motivation derived from the work when these results are sought. This can compensate - at least partially - for this greater demand without negatively affecting satisfaction labour. However, it is also true that it can lead many others to the perception that more is always being demanded of them for less, devastatingly affecting attitudes towards business and work. For all this, it is crucial to articulate motivation policies capable of aligning, as far as possible, the interests of the workers with those of the company itself. Motivation as a function and as a process. There is evidence of companies capable of creating special work environments in which employees feel more satisfied. Likewise, there is evidence that at least some achieve it without financial sacrifices and even with better results than those of their competitors. As discussed in the introduction to this paper, numerous investigations on high performance and high commitment practices have shown significant and positive relationships between the use of this type of practice and business results (Abogsesa & Kaushik, 2017).

## 5. Conclusion

The current study has revealed no relationship between gender and employee performance in Almadina newspaper. There is a positive and significant relationship between age and employee performance in Almadina newspaper with  $r = 0.356$  and  $p\text{-value} = 0.003$ . There is no relationship between education levels and employee performance in Almadina newspaper. There is no relationship between monthly income and employee performance in the Almadina newspaper. There is no relationship between work experience and employee performance in Almadina newspaper. There is a positive and significant relationship between job security and employee performance in Almadina newspaper with  $r = 0.396$  and  $p\text{-value} = 0.001$ . There is a positive and significant relationship between supervision and employee performance in Almadina newspaper with  $r = 0.382$  and  $p\text{-value} = 0.002$ . There is no relationship between payment and employee performance in the Almadina newspaper.

Based on the findings of the study and the researcher's understanding of the topic, the following recommendations are suggested: If employees are satisfied with their pay, it is likely that they will remain loyal to their employer and will not look for another job, and their performance will be at its peak. Provide the administrative staff of the Almadina newspaper with more constant training on topics that help them to be motivated and thus promote their work performance. Create more non-monetary incentive programs, so employees still feel motivated and carry out their activities more enthusiastically. The head of each department communicates more with their work team so that they know they have the support and confidence necessary to express their opinion or make decisions. Thus, collaborators carry out their work with greater security. In future studies, studies can be conducted in different institutions in different provinces, and the opportunity to compare them can be provided. In addition, the effects of variables such as corporate culture, corporate climate, leadership style, personality, values, etc., on job performance can be examined. Another suggestion is that considering that the perceptions of managers and employees will be different, it may be more accurate to examine the relationships between variables in a separate sample.

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